



Strategic Plan

Fiscal Years 2015-18

July 1, 2014 – June 30, 2018





Mission

The Indiana Civil Rights Commission enforces the Indiana Civil Rights Law and provides education and services to the public in an effort to ensure equal opportunity for all Hoosiers and visitors to the State of Indiana.





Evaluation of FY 2011-14

The goals developed by the ICRC in FY 2011-14 Strategic Plan looked to:

- Develop community partnerships
- Increase the agency's statewide brand recognition
- Improve agency efficiency and measureable customer service





Strategic Objective #1

Develop strong community partners statewide

Measure #1: Establish a minimum of (2) two formalized working agreements in each of our nine intake regions

Result: The ICRC has successfully established at least two formalized working agreements in each of our nine intake regions

ACHIEVED





Strategic Objective #1

Region 1- Indiana Parenting Institute, City of Gary, Indiana

Region 2- Heroes Camp, Elkhart Housing Authority

Region 3- Burmese Advocacy Center, Ft. Wayne Housing Authority

Region 4- Tippecanoe Human Relations Commission, Lafayette Human Relations Commission

Region 5- Back Home in Indiana Alliance, IHEDA, Immigrant Welcome Center, Indiana Black Expo, La Voz De Indiana, Indianapolis Recorder, Martin University

Region 6- Anderson Black Expo, Muncie Housing Authority, City of Richmond

Region 7- City of Terre Haute, City of Bloomington

Region 8- CIRCLES of Evansville, Evansville Bar Association, Evansville Housing Authority

Region 9- Jeffersonville Housing Authority, New Albany Housing Authority





Strategic Objective #2

Increase the agency's statewide brand recognition

Measure #1: Achieve 60% on overall agency brand recognition.

Result: 76.2% of individuals surveyed had heard of the Indiana Civil Rights Commission. 57.5% had at least a basic understanding of what the ICRC does.

ACHIEVED





Strategic Objective #2

Increase the agency's statewide brand recognition

Measure #2: Developing agency messaging and rebranding

Result: Over the past three years, we have developed a new agency logo, website, training materials and implemented social media (Facebook, Twitter and YouTube). We've also developed a monthly TV program called One Indiana and conducted two statewide advertising campaigns.

ACHIEVED





Strategic Objective #2

Increase the agency's statewide brand recognition

Measure #3: Activities, events and outreach

Result: Over the past three years, we have developed two major training programs – The Continuing Legal Education Program and the Power of Diversity Series. We also host the State's Fair Housing Conference and a number of grassroots events.

ACHIEVED





Strategic Objective #2

Increase the agency's statewide brand recognition

Measure #4: Determine the ROI through post-strategic analysis

Result: Each item outlined in our Marketing and Communications Plan is heavily scrutinized to ensure effective and efficient usage of funds. Through this effort we have seen a steady drop in our “cost per touch”.

ACHIEVED





Strategic Objective #3

Improve agency efficiency and measureable customer service

Measure #1: Insure at least 25% of inquiries are drafted as complaints. Maintain an aged caseload of less than 15%.

Result: So far in FY 2014, we have 32.1% of inquiries drafted as complaints and an aged case percentage of 5.8%.

ACHIEVED





Strategic Plan

Fiscal Years 2015-18

July 1, 2014 – June 30, 2018





Key Focus Areas

- Equal Opportunities for Employment
- Affirmatively Furthering Fair Housing
- Equal Access to a Quality Education





Strategic Objectives

- To effectively educate Hoosiers on civil rights issues
- To provide efficient service to Indiana residents
- To better understand civil rights issues statewide





Strategic Objective #1

To effectively educate Hoosiers on civil rights issues

Measure #1: Percentage of Inquiries which turn into complaints

FY 2015	FY 2016	FY 2017	FY 2018
33%	37%	41%	45%

FY 2014 – 32.1%





Strategic Objective #1

To effectively educate Hoosiers on civil rights issues

Measure #2: Number of participants in the Continuing Legal Education (CLE) and Power of Diversity (POD) series training programs

FY 2015	FY 2016	FY 2017	FY 2018
1,500	1,700	1,900	2,100

FY 2014 – 1,338





Strategic Objective #1

To effectively educate Hoosiers on civil rights issues

Measure #3: Quality of training for the Continuing Legal Education (CLE) and Power of Diversity (POD) series programs

FY 2015	FY 2016	FY 2017	FY 2018
4.55	4.60	4.65	4.70

FY 2014 – 4.41





Strategic Objective #1

To effectively educate Hoosiers on civil rights issues

Measure #4: Traditional Media Communication (“Placements”)

FY 2015	FY 2016	FY 2017	FY 2018
762	801	840	879

FY 2014 – 695





Strategic Objective #1

To effectively educate Hoosiers on civil rights issues

Measure #5: Traditional and Web-Based Communication
("Views")

FY 2015	FY 2016	FY 2017	FY 2018
70,000	75,000	80,000	85,000

FY 2014 – 64,265





Strategic Objective #1

To effectively educate Hoosiers on civil rights issues

Measure #6: Education and Outreach (“Touches”)

FY 2015	FY 2016	FY 2017	FY 2018
5,405	5,643	5,881	6,119

FY 2014 – 4,085





Strategic Objective #2

To provide efficient service to Indiana residents

Measure #1: Aged case percentage

FY 2015	FY 2016	FY 2017	FY 2018
5%	5%	5%	5%

FY 2014 – 5.8%





Strategic Objective #2

To provide efficient service to Indiana residents

Measure #2: Percentage of cases resolved through mediation

FY 2015	FY 2016	FY 2017	FY 2018
25%	25%	25%	25%

FY 2014 – 17.5%





Strategic Objective #2

To provide efficient service to Indiana residents

Measure #3: Percent of complaint appeals overturned or remanded for more information

FY 2015	FY 2016	FY 2017	FY 2018
5%	5%	5%	5%

FY 2014 – 0.5%





Strategic Objective #2

To provide efficient service to Indiana residents

Measure #4: Housing contract closures

FY 2015	FY 2016	FY 2017	FY 2018
TBD	TBD	TBD	TBD

Note: The goal is to meet our HUD contract.





Strategic Objective #2

To provide efficient service to Indiana residents

Measure #5: Employment contract closures

FY 2015	FY 2016	FY 2017	FY 2018
TBD	TBD	TBD	TBD

Note: The goal is to meet our EEOC contract.





Strategic Objective #3

To better understand civil rights issues statewide

Measure #1: Surveying

The Statewide Perception Survey (SPS) was distributed from FY 2011-14. More than 2,500 surveys were collected. Here are the key findings:

- 86.2% of people believe discrimination is a concern in Indiana
- 56.8% of people believe they have faced discrimination in their lives
- 57.5% of people have at least a basic understanding of the ICRC

Additional surveying will continue during FY 2015-18





Strategic Objective #3

To better understand civil rights issues statewide

Measure #2: Statewide Testing Program

Designed to assess housing providers for discrimination, the goals for the Statewide Testing Program include:

- To affirmatively further fair housing
- Educate the public and encourage compliance with the laws
- To release a full, robust and comprehensive report analyzing the state of fair housing throughout Indiana





Strategic Objective #3

To better understand civil rights issues statewide

Measure #3: Access to Educational Resources

We will use a number of different grassroots marketing techniques and outreach campaigns in order to provide information on educational resources to those most in need. We will measure our effectiveness by looking at:

- The total number of parents provided with information
- The total number of parents who had not previously heard about this information or resource (through post-surveying)
- The total number of students who took advantage of an educational opportunity from information we provided (through post-surveying)





Strategic Objective #3

To better understand civil rights issues statewide

Measure #3: Access to Educational Resources (cont.)

In order to meet educational objectives, we will conduct at least four (4) activities each year regarding education:

- Education Weekend
- Indiana Black Expo's Education Conference
- Civil Rights Game
- Ensuring Civil Rights in Education through Cross Agency Partnerships





Cultural Commissions





Cultural Commissions

- Indiana Commission on the Social Status of Black Males (ICSSBM)
- Indiana Commission for Women (ICW)
- Dr. Martin Luther King, Jr. Indiana Holiday Commission (MLKIHC)
- Indiana Commission for Hispanic/Latino Affairs (ICHLA)
- Indiana Native American – Indian Affairs Commission (INAIAC)





ICSSBM

The mission of the Indiana Commission on the Social Status of Black Males is to study the social conditions of the state's Black male population, seek to develop strategies to remedy or assist in remedying serious adversities, and make recommendations to improve the educational, social, economic, employment, and other circumstances for Hoosiers. The Commission serves policymakers and public interest groups, as well as community organizations and members of the general public.





ICSSBM

Five Principal Focus Areas

- Social Factors
- Education
- Employment
- Health
- Criminal Justice





ICSSBM

Social Factors

- **Challenge #1:** The negative impact of broken families, children living in poverty and divorce.
- **Objective #1:** Strengthening the Black family and highlighting the importance of dads.
- **Initiative #1:** Statewide Dads Expo





ICSSBM

Education

- **Challenge #2:** The disparities that exist in education.
- **Objective #2 :** Engaging Black males to embrace education and develop leadership skills.
- **Initiative #2 :** Youth Empowerment Summits and Regional Conferences.





ICSSBM

Education

- **Challenge #3:** Very little understanding of civic responsibilities and the workings of government.
- **Objective #3 :** To provide education on government operations to encourage civic involvement at the local, state and federal level.
- **Initiative #3 :** Statewide Black Male Youth Day at the Indiana Statehouse.





ICSSBM

Employment

- **Challenge #4:** Black males are disproportionately unemployed or underemployed.
- **Objective #4:** Increase employment opportunities and job preparedness.
- **Initiative #4:** Job fairs, skill and resume building workshops, coordination of Work One assistance.





ICSSBM

Employment

- **Challenge #5:** Black males lack the necessary skills for employment in the 21st Century according to numerous employer surveys.
- **Objective #5:** Prepare Black males with the readiness, application and critical thinking skills entrants into the workforce need.
- **Initiative #5:** The Workforce Readiness Initiative.





ICSSBM

Health

- **Challenge #6:** Black males suffer higher mortality rates than any other ethnic group in the state.
- **Objective #6:** Empower Black males to better understand health prevention measures.
- **Initiative #6:** Indiana Black Barbershop Health Initiative





ICSSBM

Health

- **Challenge #7:** Black males contract HIV/AIDS at a higher rate than any other ethnic group in the state of Indiana.
- **Objective #7:** Provide accurate and timely information on HIV/AIDS.
- **Initiative #7:** Annual Statewide HIV/AIDS Awareness Program





ICSSBM

Criminal Justice

- **Challenge #8:** Black males are incarcerated at a much higher percentage than White males and other ethnic groups.
- **Objective #8:** Reduce the percentage of Black males incarcerated in Indiana.
- **Initiative #8:** Records concealment, expungement and successful community reentry





ICW

The mission of the Indiana Commission for Women is to understand the needs of Indiana women and their families, and to work strategically both within government and in our communities to help bring about positive solutions.





ICW

Key Priorities

- Increase awareness of the status of women in Indiana and the issues they face
- Recognize and promote contributions Hoosier women make to the community, state and nation
- Influence public policy that impacts women in Indiana
- Achieve operational sustainability





ICW

Increase awareness of the status of women in Indiana and the issues they face.

- Advance the public's awareness of the status of Indiana women in the areas of:
 - Health-Related Issues
 - Violence Against Women
 - Work-Based Issues
 - Leadership
 - Care Giving
- Increase women's participation in the political process
- Establish ICW as a statewide repository of and resource for local, state and national research and statistics on women and the issues affecting them





ICW

Recognize and promote contributions women in Indiana make to the community, state and nation

- Expand public's awareness of women's contributions to their communities, state and nation
- Ensure that women's history is an integral part of Indiana's history





ICW

Influence public policy that impacts women in Indiana.

- Inform public policy by monitoring, critiquing and recommending changes to legislation as it relates to women
- Assess programs and practices in State agencies for their effect on the state's women





ICW

Achieve operational sustainability.

- Position ICW as a significant contributor in areas of women's' equality in order to combat discrimination against women
- Create organizational structure that provides functional and programmatic autonomy through use of endowment and/or "friends of" non-profit
- Increase board effectiveness and strengthen board commitment





MLKIHC

- The King Commission, ordered by the Indiana General Assembly in 1996, is to commemorate the birthday of Dr. Martin Luther King, Jr.
- They are also charged with hosting the state's annual Holocaust Observance





MLKIHC

Promote Dr. King's Legacy

Measure #1: Dr. King Art, Writing and Multimedia Contest Entries

FY 2015	FY 2016	FY 2017	FY 2018
300	350	400	450





MLKIHC

Promote Dr. King's Legacy

Measure #2: Dr. King Educational Youth Summit participants

FY 2015	FY 2016	FY 2017	FY 2018
250	250	250	250





MLKIHC

Promote Dr. King's Legacy

Measure #3: Dr. King Day of Service volunteers

FY 2015	FY 2016	FY 2017	FY 2018
50	75	100	125





MLKIHC

Remember the victims of the Holocaust

Measure #1: Holocaust Educational Youth Summit participants

FY 2015	FY 2016	FY 2017	FY 2018
250	250	250	250





MLKIHC

Remember the victims of the Holocaust

Measure #2: Holocaust Observance Attendees

FY 2015	FY 2016	FY 2017	FY 2018
350	350	350	350





ICHLA

The Commission on Hispanic/Latino Affairs is a non-partisan state agency working toward economic, educational, and social equality, including promoting cooperation and understanding. The Commission identifies, measures and reviews programs, legislation and researches challenges and opportunities affecting the Hispanic/Latino community. The Commission identifies solutions and provides recommendations to the governor and legislature.





ICHLA

- New Executive Director will start on Monday, July 7, 2014
- Danielle Dean





INAIAC

The Indiana Native American Indian Affairs Commission studies and makes recommendations to appropriate federal, state and local governmental agencies in areas of concern to our state's native and nonnative people and communities. The ultimate objectives are to bring the native communities together, help identify and provide opportunities to the Native American community, and enhance social, cultural, community and economic development in Indiana.





INAIAC

- Currently no commissioners
- The Governor's office will announce the new commissioners soon





Conclusion

In addressing our success we recognize that more work must be done. Through our FY 2015-18 Strategic Plan we will look to continue to provide effective and efficient statewide protection of the Indiana Civil Rights Law in hopes of one day removing discrimination completely from our state.

